



COMPTROLLER OF THE DEPARTMENT OF DEFENSE

WASHINGTON, DC 20301-1100

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EXECUTIVE SUMMARY/COVER BRIEF

MEMORANDUM FOR THE DEPUTY SECRETARY OF DEFENSE

FROM:

Sean O'Keefe *Seo*

SUBJECT:

Executive Level Group (ELG) for Defense Corporate Information Management

PURPOSE:

To provide background information and remarks for presentation at the ELG meeting.

DISCUSSION:

The first ELG meeting will be held on February 26, 1990, at which time you are scheduled to make some welcoming remarks to the members. Mr. David Hill, the ELG Chairman, will respond to your remarks on behalf of the Group. Following Mr. Hill's response, a few minutes will be available for discussion with the members.

Proposed remarks are attached, as are (1) the agenda for the meeting, (2) a list of the ELG members, and (3) biographies for four of the six private sector members. Biographies have not been received from Mr. Norton and Mr. Garrett.

As the ELG is a formal Federal Advisory Board, under P.L. 92-463 its meetings must be open to the public. Therefore, a few members of the computer trade press are expected to be in attendance.

A prebrief is scheduled for you at 3:00 p.m. on February 23, 1990.

RECOMMENDATION

None, for information only.

DEPSECDEF DECISION

Approved

Disapproved

Other: _____

Mr. Secretary:
The attached "talking points" are drawn liberally from your previous statements on Corporate Info Mgt. Note that this will be an open forum.
Seo

Remarks to the
Executive Level Group
for Defense Corporate Information Management

- I am delighted each of you has accepted our invitation to participate in helping us build an approach for Corporate Information Management within the Department of Defense.
- It is my personal opinion that management of information is one of the most important challenges we face in meeting the Department's missions effectively and efficiently.
- The tremendous experience and accomplishments each of you has had in the field of information management in the private sector will help us gain further insight into how to achieve success.
- The DoD is probably larger than any organization you have had to deal with and it operates by different rules than does the private sector, but you will also notice essential similarities between the DoD and organizations in the private sector.
- I would hope that you will share lessons learned where you find those similarities, while also keeping in mind the key differences. With careful thought I'm sure there will be ways to adapt those lessons to the DoD.
- The Department has asked this Group to recommend an overall approach and action plan for Corporate Information Management for the Department, to review the procedures of the functional groups, and to review the oversight process and procedures and, as needed, to recommend corrective actions.
- I can assure you the challenges here are very real. The Department must reduce non-value added expenditures and allocate our increasingly more limited resources to the direct missions of the Department.
- Corporate Information Management offers the opportunity to increase standardization, to improve information access and exchange, to reduce expenses by building commons systems, and to move towards a fundamentally more effective relationship between our business operations and activities and the information systems that support them.
- We already have taken major steps to commit to a Corporate Information Management program with substantial budget realignments and major efforts to build common systems for civilian payroll and distribution centers, with several more to start in the near future.
- I am committed to seeing the Department proceed with a Corporate Information Management program and am very interested in receiving your insights and recommendations.

Draft Agenda -- Not For Public Release

Corporate Information Management (CIM) Executive Level Group

Monday, February 26
National Defense University, Ft McNair
Roosevelt Hall (Building 61) Hill Conference Center

Executive Level Group Meeting:

9:30	ELG Meeting Opens	Federal Official Cynthia Kendall, ELG Executive Secretary
9:45	DoD IRM Overview	Cynthia Kendall, DoD Deputy Comptroller IRM
10:45	Break	
11:00	Service & Agency IRM Overview	Lt General Myers, Director Defense Communications Agency
12:00	Morning Session Adjourns	
12:15	Lunch for key participants	Roosevelt Hall
1:00	CIM ELG Welcome	Donald Atwood Deputy Secretary of Defense
	ELG Chairman's Response	David H. Hill Executive-In-Charge, Corporate Information Management General Motors Corporation
	Discussion	
1:45	Service & Agency IRM Overview, continued	Nina Cornett Department of the Navy BGen Edmonds Department of the Air Force
3:15	Break	
3:30	Service & Agency IRM Overview, continued	LTG Hilmes Department of the Army Jean Lakey Defense Logistics Agency
5:00	ELG Meeting Closed	Federal Official Cynthia Kendall

Not for Public Release

EXECUTIVE LEVEL GROUP DEFENSE CORPORATE INFORMATION MANAGEMENT

<u>NAME/TITLE/ORGANIZATION</u>	<u>BUSINESS ADDRESS & PHONE NUMBER</u>
Duane Andrews Assistant Secretary of Defense Command, Control, Communications and Intelligence (C3I)	Pentagon, 3E172 Washington, DC 20301 Office Number: (202) 695-0348 FAX Number: (202) 693-2161
David S. Chu Assistant Secretary of Defense Program Analysis & Evaluation (PA&E)	Pentagon, 3E836 Washington, DC 20301 Office Number: (202) 695-0971 FAX Number: (202) 693-2161
Gary Garrett Partner Andersen Consulting	33 West Monroe Street Chicago, IL 60604 Office Number: (312) 507-6148 FAX Number: (312) 507-6747
Jack Hancock Vice President, Information Systems Pacific Bell	2600 Camino Ramon San Ramon, CA 94583 Office Number: (415) 823-8522 FAX Number: (415) 867-9830
David H. Hill Executive-In-Charge Corporate Information Management General Motors Corporation	Room 15-144 General Motors Building West Grand Blvd Detroit, MI 48202 Office Number: (313) 556-2591 FAX Number: (313) 974-8326
George Lundy, S.J. Senior Vice President and Dean of Faculties Loyola University	6363 St Charles Avenue New Orleans, LA 70118 Office Number: (504) 865-2011 FAX Number: (504) 865-3851
David P. Norton President Nolan, Norton, Inc.	1 Cranberry Hill Lexington, MA 02173 Office Number: (617) 862-8820 FAX Number: (617) 862-7975
Sean O'Keefe DoD Comptroller	Pentagon 3E822 Washington, DC 20301 Office Number: (202) 695-3237 FAX Number: (202) 693-2161
Paul A. Strassmann Independent Consultant	55 Talmadge Hill New Canaan, CT 06840-6712 Office Number: (203) 966-5505 FAX Number: (203) 966-5506

JACK L. HANCOCK
VICE PRESIDENT - SYSTEMS TECHNOLOGY
PACIFIC BELL

J.L. Hancock was named Vice President-Systems Technology for Pacific Bell in March 1988. Jack is responsible for the information systems, official communications, networks, and services within Pacific Bell.

Prior to joining Pacific Bell, Jack was Executive Vice President for Information Systems, Strategic Planning, and Human Resources at Wells Fargo Bank. Before that, he was Senior Vice President for Management Information Systems at Chemical Bank. In 1978, he concluded a distinguished military career as Chief Information Officer for the United States Army, retiring with the rank of Major General. He was responsible for the overall systems development and operational activities of the Army's computer support systems. He received various military awards.

Jack graduated from West Virginia University with a Bachelor of Science Degree. He furthered his education with an MBA from George Washington University in 1962 and attended the Special Program for Executives at Carnegie-Mellon University.

Jack is in the American Economics Association, the Armed Forces Communications and Electronics Association, the Association of Computer Machinery, and the Institute of Electronic and Electrical Engineering.

DAVID H. HILL - BIOGRAPHY

Mr. Hill spent his early years in Canada. He joined General Motors in 1944 at its AC-Sphinx Sparking Plug Company in Dunstable, England, as a tool making apprentice.

In 1950, Mr. Hill joined the AC Spark Plug Division in Flint, Michigan, and subsequently was transferred to McKinnon Industries (now GM of Canada Limited) as a process engineer. After working at Ford of Canada as a manufacturing engineer, Mr. Hill joined GM's Manufacturing Development Staff at the Technical Center in Warren, Michigan where he held a variety of administrative positions before being placed on special assignment to reduce vehicle order response time with GM's Production Control and Procurement Staff. In 1969 he transferred to the Chevrolet Motor Division as director of systems development and later became manager of information systems. During 1974 he served as executive director for planning for the GM Service Parts Operations until appointed director of forward planning for the AC-Delco Division. In January, 1979, Mr. Hill joined GM's Overseas Group as director of export systems, and later that year became President of Motors Trading Corporation, a wholly-owned subsidiary of GM.

In June, 1986, Mr. Hill was appointed Executive in Charge of Corporate Information Management, a newly formed activity responsible for planning and coordinating the development of information systems for GM divisions, groups and staffs worldwide. His specific responsibilities include:

1. Planning information systems for all Corporate functions.
2. Development and implementation of all systems.
3. Development and implementation of systems methodology.
4. Introduction of a Corporate-wide data management and information standards program.
5. Management of expenditures for data processing and communication services.

He is General Motors Key Executive to Wayne State University.

Mr. Hill attended engineering college at Luton, England, majoring in mechanical engineering, and from 1947 to 1949, he attended General Motors Institute in Flint, Michigan. He was awarded a masters of science degree in mechanical engineering from Wayne State University, Detroit, 1962. He also studied business administration of Assumption University in Windsor, Ontario and at the Graduate School of Business of Stanford University.

Mr. Hill is a registered professional engineer.

July 2, 1987

George F. Lundy, S.J.
Box 7, Loyola University
New Orleans, LA 70118

Education:

- A.B. Sociology. Loyola University, New Orleans, 1971.
- Master of Divinity. Loyola University, Chicago, 1979.
- Ph.D. (Cand.) Educational Administration. University of Chicago

Employment:

- Summer 1971: Coordinator, national convention, National Catholic Conference for Interracial Justice, held at Loyola University, New Orleans.
- 1973 - 1975: Associate Director of Secondary Education and Director of the Province Social Grants Program, New Orleans Province of the Society of Jesus. Responsibilities included promotion of affirmative action in the 5 high schools of the Province, institution of community service programs, and screening of proposals for grants for Jesuits to work with low-income people.
- 1980 - 1986: Director, Institute of Human Relations, Loyola University, New Orleans. Responsibilities included development of Urban Partners program, revitalization of Blueprint for Social Justice and Labor Studies Program, development of management structures and financial bases for other programs including the New Orleans Chapter of Bread for the World, the Community Access Technology Center, the Louisiana Capital Defense Project, and the Victim-Offender Ministry Network. Numerous public speaking engagements and consulting sessions with other social justice organizations were part of the job.
- Summer, 1981: Teacher, Catechetical and Pastoral Institute, Loyola University, New Orleans. Course taught was "Social Analysis and Theological Reflection."
- 1981 - 1986: Teacher, Notre Dame Seminary. 2-hour course entitled "Ministry and Society," a required course for first-year students.

- 1983 - 1986: Teacher, Labor Studies Program, Institute of Human Relations. Non-credit adult education certificate courses. I have taught Organizational Development for Unions, Speech, and Labor Relations from A to Z.
 - Spring, 1984: Part-time Administrative Assistant to the Director, American Institute for Learning, Austin, TX. Duties focused on financial development planning for a center for high school dropouts and drafting the section on dropouts of the Texas Education Reform Act of 1984.
 - Fall, 1985: Interim Chair, Department of Education, Loyola University, New Orleans.
 - 1986 - 1987: Interim Vice President for Academic Affairs, Loyola University, New Orleans.
 - 1987 - Senior Vice President and Dean of Faculties, Loyola New Orleans
- Board/Committee Service:**

- 1972: Vice President, Illinois Prisons and Jails Project, Chicago.
- 1974-75: Member, Human Relations Commission, Archdiocese of New Orleans.
- 1979-86: Board Member, Jesuit Volunteer Corps South, Houston, TX. Chairman, 1984-86.
- 1981-86: Board Member, National Conference of Christians and Jews, Louisiana-Mississippi Region.
- 1981-84: Board Member, Louisiana Center for the Public Interest. Chairman, 1982-84.
- 1985-86: Board Member, Louisiana Capital Defense Project. Co-Chair.
- 1980-86: Board Membner, Total Community Action, Inc.
- 1985-86: Board Member, St. Alphonsus School Board.
- 1984-86: Chair, Affirmative Action Policy Committee, Loyola University.
- 1985 - Member, Board of Trustees, Loyola University, New Orleans

Publications:

- Co-Author, Chapter Two of The Three R's of Nonpublic Education in Louisiana: Race, Religion, and Region: A Report to the President's Commission on School Finance by Donald Erickson and John D. Donovan. USOE Contract

OEC-0-72-0339, Department of Health, Education and Welfare, 1972.

- Book Review of Violent Delinquents by Paul A. Strasburg. America, September, 1978.
- "Strategies for Renewing the Labor Movement," published in the Blueprint for Social Justice, April, 1984.
- "Death As Punishment," published in the Blueprint for Social Justice, September, 1985. Also published as Chapter 10 of Who Is the Prisoner: A Better Christian Response. (New Orleans: Institute of Human Relations, 1985).
- "Archdiocese of New Orleans Clergy Manpower Study" (unpublished). Produced under contract by the Institute of Human Relations for the Clergy Senate, Archdiocese of New Orleans (1983).
- "Struggling to Make It: A Study of Homelessness in New Orleans," with Dennis L. Kalob (unpublished). Produced under contract by the Institute of Human Relations for Associated Catholic Charities, New Orleans (1985).

PAUL A. STRASSMANN consults on justification, budgeting and planning for productivity improvement through information technology. He is president of Strassmann, Inc. a management consulting firm, president of The Information Economics Press and principal of Management Tools and Information Services, Inc. a research consortium in Boston, Mass. An author and lecturer, he is professor of management of information technology at the Imperial College, London, member of the faculty of the *electronic university*, The International School of Information Management, on the faculty of the International Executive Forum and professor at the Graduate School of Business, University of Connecticut. His column *Executive Software* now appears in Inc. magazine.

Strassmann retired in 1985 as vice president of systems applications for the Systems Group of the Xerox Corporation. Prior to that he was vice president of strategic planning for the Information Products Group, with responsibility for strategic investments and product plans involving the corporation's worldwide electronic businesses. Strassmann joined Xerox in 1969 as director of administration and information systems with worldwide responsibility for all internal Xerox computer activities. From 1972 to 1976 he served as general manager of its Information Services Division which included all central computer operations, telecommunications networks, administrative services, software development and management consulting services. From 1976 to 1977 he served as corporate director for worldwide computer, telecommunications and administrative functions. Before joining Xerox Strassmann held the job of chief information systems executive for the General Foods Corporation and afterwards for the Kraft Corporation.

Strassmann earned an engineering degree from the Cooper Union, New York, and a master's degree in industrial management from the Massachusetts Institute of Technology, Cambridge. He is author of over 60 articles on information management and information worker productivity. His 1985 book *Information Payoff -- The Transformation of Work in the Electronic Age* has attracted worldwide attention and is now appearing in Japanese, Russian and Brazilian translations. He has made presentations to committees of the U.S. Congress, the U.S. Academy of Science, the National Research Council, the British House of Commons, the USSR Council of Ministers, to senior officials of the Australian, Brazilian, Canadian, Chinese, French, Italian and Japanese governments. Strassmann is a frequent speaker at meetings of business and professional organizations. In the last three years he made over 200 presentations on topics dealing with methods how to extract benefits from information technology investments. This is the subject of his forthcoming book *The Business Value of Computers*.

Strassmann is on the editorial boards of *Information and Management*, *Information Management Review*, *Journal of Information Technology and Technology & People Journals*. Strassmann is on the board of directors of the Information Institute and served on the board of trustees of the Strategic Planning Institute. He is on the advisory board of Syracuse University and was chairman of the committee on information workers for the White House conference on productivity. Strassmann is a life member of the Data Processing Management Association, fellow of the American Association for Advancement of Science, fellow of the British Computer Society, fellow of the Operations Research Society, and senior member of the Institute of Electrical and Electronic Engineers. He authored the code of conduct and of professional practices for the certificate in data processing.

(Information Resources
Management)

COVER BRIEF

TO: COMPTROLLER

THRU: PRINCIPAL DEPUTY COMPTROLLER
DEPUTY COMPTROLLER (INFORMATION RESOURCES MANAGEMENT)

FROM: DIRECTOR FOR REVIEW AND CONTROL _____

SUBJECT: Executive Level Group (ELG) for Defense Corporate
Information Management

PURPOSE: To forward remarks and background information for
Deputy Secretary Atwood's meeting with the ELG.

DISCUSSION: • Deputy Secretary Atwood is scheduled to meet with
the ELG at their first meeting on February 26,
1990 and to make some welcoming remarks.

- The attached package provides proposed remarks,
and background information:
 - An agenda for the meeting,
 - A list of the ELG members, and
 - Biographies of those private sector members
who have sent one to us. (Mr. Garrett's and
Mr. Norton's have not been received.)
- Mr. Atwood is scheduled to have lunch with the
members at the meeting site at Ft. McNair prior
to their afternoon session. He will speak at
1:00 p.m.
- A prebrief is scheduled for Mr. Atwood at
3:00 p.m. on February 23, 1990.

RECOMMENDATION: Forward the remarks and background.

COORDINATION: None.

Prepared by: Linda Brown/R&C/78632/1C488/16Feb90